BURKE COUNTY
ANIMAL RESOURCE CENTER

DIRECTOR'S REPORT

July - September 2026

Prepared for the Animal Services Advisory Board

REPORT FOCUS | OPTIMIZING SYSTEMS • CONSISTENT PRACTICE • MEASURING IMPACT

Improving Lives

Executive Overview

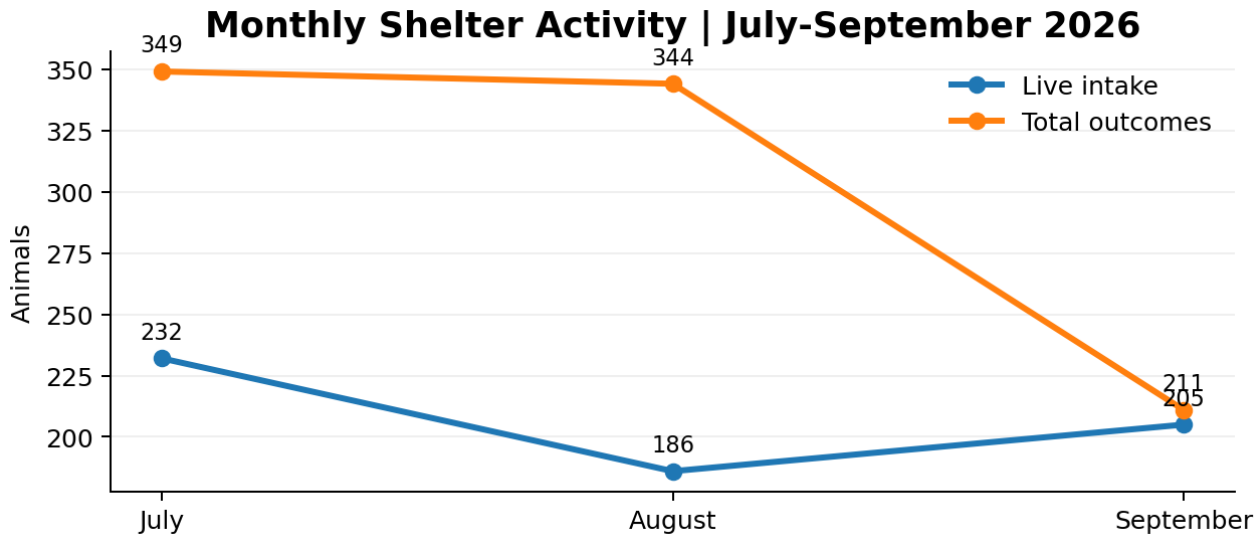
August and September focused on optimizing the systems that support daily service delivery across BCARC. Work centered on improving data quality, refining automated workflows, strengthening Animal Control case management, standardizing staff processes, and continuing to build community-facing services that help resolve needs efficiently.

The department's KPI framework is established and actively being tracked. Current work is focused on the data-entry and automation processes behind those measures so reporting remains accurate, consistent, and sustainable. The November Advisory Board retreat will provide the deeper review of trends, benchmarks, targets, and strategic priorities.

August-September Snapshot

391	555	450	160
Live Intakes	**Total Outcomes**	**Adoptions**	**Sept. Ending Count**
228 cats | 163 dogs	330 cats | 225 dogs	288 cats | 162 dogs	86 cats | 74 dogs

Source: monthly Shelter Animals Count reports. July reports are included in the appendix for month-to-month context.



1 | Data, Automation & Performance Management

- KPI measures are established and being tracked across Animal Welfare, Public Health & Safety, and Community Engagement.
- Current refinement is focused on the data-entry processes feeding those measures: reducing duplicate entry, correcting mappings, improving staff consistency, and validating automated totals.
- SharePoint, Microsoft Forms, Power Automate, Shelterluv reporting, and Power BI are being used together to reduce manual work and create a more reliable operational picture.
- Monthly Shelter Animals Count reports are now provided by species and month so the Advisory Board can review the underlying intake, outcome, and population data in a consistent format.

2 | Animal Control & Public Health

- The new Animal Control complaint system is moving into routine use, creating a consistent workflow from citizen submission through officer follow-up and case closure.

- Automations support complaint logging, resource delivery, expected timelines, follow-up reminders, and re-notification when citizens respond.
- Post-case closure surveying is being incorporated to help evaluate whether services resolved the citizen's concern and where processes can improve.
- Phone-demand review continues to inform where online reporting, automated resources, and self-service options can reduce pressure on live phone coverage.
- Rabies record and certificate workflows continue to be standardized to improve documentation, retrieval, and reporting.

3 | Animal Welfare, Adoption & Veterinary Services

- Veterinary workflows continue to be refined around scheduling, documentation, treatment, surgery, and movement through care.
- Population-management review remains focused on time to surgery, length of stay, foster placement, return-to-owner opportunities, and identifying animals that need earlier intervention.
- The Adoption SOP is included as a Board resource. It formalizes BCARC's conversation-based, guidance-focused adoption process and emphasizes education, appropriate matching, consistent documentation, and reducing unnecessary barriers.
- The SOP also establishes first-come, first-served adoption, required documentation, objective criteria for denial, foster-to-adopt procedures, and escalation of complex situations to leadership.

4 | Community Services & Engagement

- Pet Food Pantry, surrender-diversion, access-to-care, and resource-based interventions continue to support problem-solving before shelter admission becomes necessary.
- Volunteer programming is being organized into progressive pathways including animal handling, outings, community-cat support, medical opportunities, and outreach.
- Junior Academy and school/student partnership opportunities continue to be developed to expand structured community participation.
- Grant and partnership development remains focused on preventative services and expanded access to veterinary care.

Looking Ahead | October-November

Data Quality	Continue refining staff data-entry workflows and validating automated KPI feeds.
Animal Control	Continue implementation and refinement of the complaint/case-management system.
Standardization	Reinforce consistent SOP use and documentation across adoption, field, shelter, and clinic workflows.
Board Retreat	Prepare the deeper KPI, trend, benchmark, and strategic-priority review for November.

BOARD RESOURCE APPENDIX

Monthly Shelter Animals Count reports and Adoption SOP

The following source reports are reproduced as provided so Board members can review each month and species separately. July is included for month-to-month context; the Director's narrative reporting period remains August-September.

A	July 2026 - Felines and Canines
B	August 2026 - Felines and Canines
C	September 2026 - Felines and Canines
D	Standard Operational Procedures: Animal Adoption

APPENDIX A | JULY 2026

Shelter Animals Count (SAC)

Run by bcnc_ksettlemyre on 10/13/2026 | 11:11 AM

Selected Date Range: 07/01/2026 to 07/31/2026

Felines

		In Shelter	In Foster Care	Total
Beginning Animal Count on 07/01/2026		**47**	**189**	**236**
Live Intake	**Adult**	**Up to 5 Months**	**Age Unknown**	**Total**
Stray/At Large	10	48	0	58
Relinquished by Owner	41	80	0	121
Transfer in from agency (in state)	0	0	0	0
Transfer in from agency (out of state)	0	0	0	0
Transfer in from agency (international)	0	0	0	0
Owner Intended Euthanasia	0	0	0	0
Impound/Seizure	0	0	0	0
Other Intakes	2	1	0	3
TOTAL LIVE INTAKE	**53**	**129**	**0**	**182**

APPENDIX A | JULY 2026

Felines | Shelter Animals Count | Page 2 of 3

Live Outcomes	Adult	Up to 5 Months	Age Unknown	Total
Adoption	68	133	0	201
Returned to Owner	0	3	0	3
Transfer out to agency (in state)	0	0	0	0
Transfer out to agency (out of state)	0	0	0	0
Transfer out to agency (international)	0	0	0	0
Returned to Field	0	0	0	0
Other Live Outcome	0	0	0	0
SUBTOTAL: LIVE OUTCOMES	**68**	**136**	**0**	**204**
Other Outcomes	**Adult**	**Up to 5 Months**	**Age Unknown**	**Total**
Died in care	1	20	0	21
Lost in care	0	0	0	0
Shelter Euthanasia	5	12	0	17
Owner Intended Euthanasia	0	0	0	0
SUBTOTAL: OTHER OUTCOMES	**6**	**32**	**0**	**38**
TOTAL OUTCOMES	**74**	**168**	**0**	**242**

APPENDIX A | JULY 2026

Felines | Shelter Animals Count | Page 3 of 3

	In Shelter	In Foster Care	Total
Ending Animal Count on 07/31/2026	78	108	186

SHELTERLUV

APPENDIX A | JULY 2026

Shelter Animals Count (SAC)

Run by bcnc_ksettlemyre on 10/13/2026 | 11:11 AM

Selected Date Range: 07/01/2026 to 07/31/2026

Canines

		In Shelter	In Foster Care	Total
Beginning Animal Count on 07/01/2026		**63**	**106**	**169**
Live Intake	**Adult**	**Up to 5 Months**	**Age Unknown**	**Total**
Stray/At Large	12	7	0	19
Relinquished by Owner	11	11	0	22
Transfer in from agency (in state)	0	0	0	0
Transfer in from agency (out of state)	0	0	0	0
Transfer in from agency (international)	0	0	0	0
Owner Intended Euthanasia	0	0	0	0
Impound/Seizure	0	0	0	0
Other Intakes	9	0	0	9
TOTAL LIVE INTAKE	**32**	**18**	**0**	**50**

APPENDIX A | JULY 2026

Canines | Shelter Animals Count | Page 2 of 3

Live Outcomes	Adult	Up to 5 Months	Age Unknown	Total
Adoption	66	25	0	91
Returned to Owner	6	0	0	6
Transfer out to agency (in state)	0	0	0	0
Transfer out to agency (out of state)	0	0	0	0
Transfer out to agency (international)	0	0	0	0
Returned to Field	0	0	0	0
Other Live Outcome	0	0	0	0
SUBTOTAL: LIVE OUTCOMES	**72**	**25**	**0**	**97**
Other Outcomes	**Adult**	**Up to 5 Months**	**Age Unknown**	**Total**
Died in care	0	0	0	0
Lost in care	0	0	0	0
Shelter Euthanasia	6	4	0	10
Owner Intended Euthanasia	0	0	0	0
SUBTOTAL: OTHER OUTCOMES	**6**	**4**	**0**	**10**
TOTAL OUTCOMES	**78**	**29**	**0**	**107**

APPENDIX A | JULY 2026

Canines | Shelter Animals Count | Page 3 of 3

	In Shelter	In Foster Care	Total
Ending Animal Count on 07/31/2026	56	62	118

SHELTERLUV

APPENDIX B | AUGUST 2026

Shelter Animals Count (SAC)

Run by bcnc_ksettlemyre on 10/13/2026 | 11:13 AM

Selected Date Range: 08/01/2026 to 08/31/2026

Felines

		In Shelter	In Foster Care	Total
Beginning Animal Count on 08/01/2026		**78**	**108**	**186**
Live Intake	**Adult**	**Up to 5 Months**	**Age Unknown**	**Total**
Stray/At Large	5	44	0	49
Relinquished by Owner	37	32	0	69
Transfer in from agency (in state)	0	0	0	0
Transfer in from agency (out of state)	0	0	0	0
Transfer in from agency (international)	0	0	0	0
Owner Intended Euthanasia	0	0	0	0
Impound/Seizure	0	0	0	0
Other Intakes	3	1	0	4
TOTAL LIVE INTAKE	**45**	**77**	**0**	**122**

APPENDIX B | AUGUST 2026

Felines | Shelter Animals Count | Page 2 of 3

Live Outcomes	Adult	Up to 5 Months	Age Unknown	Total
Adoption	77	103	0	180
Returned to Owner	1	0	0	1
Transfer out to agency (in state)	0	0	0	0
Transfer out to agency (out of state)	0	0	0	0
Transfer out to agency (international)	0	0	0	0
Returned to Field	0	0	0	0
Other Live Outcome	0	0	0	0
SUBTOTAL: LIVE OUTCOMES	**78**	**103**	**0**	**181**
Other Outcomes	**Adult**	**Up to 5 Months**	**Age Unknown**	**Total**
Died in care	1	8	0	9
Lost in care	0	0	0	0
Shelter Euthanasia	7	12	0	19
Owner Intended Euthanasia	0	0	0	0
SUBTOTAL: OTHER OUTCOMES	**8**	**20**	**0**	**28**
TOTAL OUTCOMES	**86**	**123**	**0**	**209**

APPENDIX B | AUGUST 2026

Felines | Shelter Animals Count | Page 3 of 3

	In Shelter	In Foster Care	Total
Ending Animal Count on 08/31/2026	49	52	101

SHELTERLUV

APPENDIX B | AUGUST 2026

Shelter Animals Count (SAC)

Run by bcnc_ksettlemyre on 10/13/2026 | 11:13 AM

Selected Date Range: 08/01/2026 to 08/31/2026

Canines

		In Shelter	In Foster Care	Total
Beginning Animal Count on 08/01/2026		**56**	**62**	**118**
Live Intake	**Adult**	**Up to 5 Months**	**Age Unknown**	**Total**
Stray/At Large	10	6	0	16
Relinquished by Owner	16	22	0	38
Transfer in from agency (in state)	0	0	0	0
Transfer in from agency (out of state)	0	0	0	0
Transfer in from agency (international)	0	0	0	0
Owner Intended Euthanasia	0	0	0	0
Impound/Seizure	0	0	0	0
Other Intakes	8	2	0	10
TOTAL LIVE INTAKE	**34**	**30**	**0**	**64**

APPENDIX B | AUGUST 2026

Canines | Shelter Animals Count | Page 2 of 3

Live Outcomes	Adult	Up to 5 Months	Age Unknown	Total
Adoption	66	31	0	97
Returned to Owner	10	0	0	10
Transfer out to agency (in state)	0	0	0	0
Transfer out to agency (out of state)	0	0	0	0
Transfer out to agency (international)	0	0	0	0
Returned to Field	0	0	0	0
Other Live Outcome	17	0	0	17
SUBTOTAL: LIVE OUTCOMES	**93**	**31**	**0**	**124**
Other Outcomes	**Adult**	**Up to 5 Months**	**Age Unknown**	**Total**
Died in care	0	0	0	0
Lost in care	0	0	0	0
Shelter Euthanasia	10	1	0	11
Owner Intended Euthanasia	0	0	0	0
SUBTOTAL: OTHER OUTCOMES	**10**	**1**	**0**	**11**
TOTAL OUTCOMES	**103**	**32**	**0**	**135**

APPENDIX B | AUGUST 2026

Canines | Shelter Animals Count | Page 3 of 3

	In Shelter	In Foster Care	Total
Ending Animal Count on 08/31/2026	50	17	67

SHELTERLUV

APPENDIX C | SEPTEMBER 2026

Shelter Animals Count (SAC)

Run by bcnc_ksettlemyre on 10/13/2026 | 11:14 AM

Selected Date Range: 09/01/2026 to 09/30/2026

Felines

		In Shelter	In Foster Care	Total
Beginning Animal Count on 09/01/2026		**49**	**52**	**101**
Live Intake	**Adult**	**Up to 5 Months**	**Age Unknown**	**Total**
Stray/At Large	4	17	0	21
Relinquished by Owner	56	23	0	79
Transfer in from agency (in state)	0	0	0	0
Transfer in from agency (out of state)	0	0	0	0
Transfer in from agency (international)	0	0	0	0
Owner Intended Euthanasia	0	0	0	0
Impound/Seizure	0	0	0	0
Other Intakes	4	2	0	6
TOTAL LIVE INTAKE	**64**	**42**	**0**	**106**

APPENDIX C | SEPTEMBER 2026

Felines | Shelter Animals Count | Page 2 of 3

Live Outcomes	Adult	Up to 5 Months	Age Unknown	Total
Adoption	53	55	0	108
Returned to Owner	2	2	0	4
Transfer out to agency (in state)	0	0	0	0
Transfer out to agency (out of state)	0	0	0	0
Transfer out to agency (international)	0	0	0	0
Returned to Field	0	0	0	0
Other Live Outcome	0	0	0	0
SUBTOTAL: LIVE OUTCOMES	**55**	**57**	**0**	**112**
Other Outcomes	**Adult**	**Up to 5 Months**	**Age Unknown**	**Total**
Died in care	1	5	0	6
Lost in care	0	0	0	0
Shelter Euthanasia	0	3	0	3
Owner Intended Euthanasia	0	0	0	0
SUBTOTAL: OTHER OUTCOMES	**1**	**8**	**0**	**9**
TOTAL OUTCOMES	**56**	**65**	**0**	**121**

APPENDIX C | SEPTEMBER 2026

Felines | Shelter Animals Count | Page 3 of 3

	In Shelter	In Foster Care	Total
Ending Animal Count on 09/30/2026	41	45	86

SHELTERLUV

APPENDIX C | SEPTEMBER 2026

Shelter Animals Count (SAC)

Run by bcnc_ksettlemyre on 10/13/2026 | 11:14 AM

Selected Date Range: 09/01/2026 to 09/30/2026

Canines

		In Shelter	In Foster Care	Total
Beginning Animal Count on 09/01/2026		**50**	**17**	**67**
Live Intake	**Adult**	**Up to 5 Months**	**Age Unknown**	**Total**
Stray/At Large	25	16	0	41
Relinquished by Owner	15	32	0	47
Transfer in from agency (in state)	0	0	0	0
Transfer in from agency (out of state)	0	0	0	0
Transfer in from agency (international)	0	0	0	0
Owner Intended Euthanasia	0	0	0	0
Impound/Seizure	0	0	0	0
Other Intakes	11	0	0	11
TOTAL LIVE INTAKE	**51**	**48**	**0**	**99**

APPENDIX C | SEPTEMBER 2026

Canines | Shelter Animals Count | Page 2 of 3

Live Outcomes	Adult	Up to 5 Months	Age Unknown	Total
Adoption	32	33	0	65
Returned to Owner	10	0	0	10
Transfer out to agency (in state)	0	1	0	1
Transfer out to agency (out of state)	0	0	0	0
Transfer out to agency (international)	0	0	0	0
Returned to Field	0	0	0	0
Other Live Outcome	0	0	0	0
SUBTOTAL: LIVE OUTCOMES	**42**	**34**	**0**	**76**
Other Outcomes	**Adult**	**Up to 5 Months**	**Age Unknown**	**Total**
Died in care	1	3	0	4
Lost in care	0	0	0	0
Shelter Euthanasia	9	1	0	10
Owner Intended Euthanasia	0	0	0	0
SUBTOTAL: OTHER OUTCOMES	**10**	**4**	**0**	**14**
TOTAL OUTCOMES	**52**	**38**	**0**	**90**

APPENDIX C | SEPTEMBER 2026

Canines | Shelter Animals Count | Page 3 of 3

	In Shelter	In Foster Care	Total
Ending Animal Count on 09/30/2026	45	29	74

SHELTERLUV

APPENDIX D | ADOPTION SOP

Burke County Animal Services
636 Kirksey Drive Morganton, NC 28655
Website: https://www.burkenc.org/2444/Animal-Services
Phone: (828) 764-9588
Email: animalservices@burkenc.org

Standard Operational Procedures: Animal Adoption

Adoption
Adoptions are conducted on a first-come, first-served basis following the completion of required holding periods, in accordance with North Carolina Department of Agriculture regulations (02 NCAC 52J).
Burke County Animal Services utilizes a conversation-based adoption process rather than a traditional written application. This approach reduces barriers to adoption while allowing staff to educate adopters and guide appropriate matches between people and pets.
The goal of the adoption process is to:

- Match animals with appropriate homes
- Provide education and resources to adopters
- Increase successful, long-term placements
- Reduce unnecessary barriers that delay or prevent adoption

Adoption Process & Philosophy

- Adoptions are not approval-based, but rather guidance-based
- Staff will engage adopters in a conversation to assess lifestyle, expectations, and needs
- Staff should aim to recommend animals that are a good fit, not restrict access unnecessarily
- If a person is seeking to adopt, it is our responsibility to educate and support them, as they are likely to obtain an animal elsewhere if denied

Spay/Neuter Requirement (52J Compliance)
Animals must be spayed or neutered prior to adoption, unless otherwise permitted under North Carolina law or approved by the Director or designee.

No Holds Policy
Animals are not held for potential adopters and remain available on a first-come, first-served basis.
Exceptions may be made at the discretion of the Director or designee in limited circumstances.

Required Documentation (52J & 19A Compliance)
In accordance with state requirements, the following must be collected and documented for all adoptions:

- Full Name
- Physical Address
- Phone Number
- Government-issued ID (type and issuing state must be recorded; example: NCDL)
- Adoption Contract (signed and dated)

Email addresses should be requested but are not required.
All records must be accurate, complete, and maintained in accordance with state recordkeeping requirements.

Criteria for Denial of Adoption
While adoptions are not approval-based, Burke County Animal Services reserves the right to deny an adoption when there are documented concerns regarding animal welfare or safety, including but not limited to:

- Verified history of animal abuse or neglect
- Repeated pattern of returns or unsuccessful placements indicating inability to provide appropriate care
- Evidence of animal hoarding or unsafe living conditions

APPENDIX D | ADOPTION SOP

- Refusal to comply with basic care standards or legal requirements
- Situations where placing the animal would pose a direct risk to the animal's health or safety

Decisions must be:

- Fact-based and documented
- Made in alignment with the organization's mission and animal welfare standards
- Free from personal bias or subjective judgment

Non-Discrimination in Adoption Decisions

Individuals will not be denied adoption based on:

- Personality conflicts
- Staff perception not supported by evidence
- Minor disagreements or difficult interactions

A "Do Not Adopt" designation must be:

- Based on documented, legitimate concerns
- Approved by leadership
- Reviewed periodically for relevance

Adopters with Medical or Disease Concerns in the Home

When adopters disclose the presence of contagious disease or health risks in the home:

- Staff should provide education on disease transmission and risk
- Placement decisions should prioritize animal safety and public health
- In high-risk situations, staff may:
    - Recommend delaying adoption
    - Suggest alternative animals
    - Require clearance from a veterinarian if appropriate

These decisions must be reasonable, documented, and based on risk—not assumption.

Foster-to-Adopt Option

Due to delays in spay/neuter services, interested adopters may participate in a foster-to-adopt program.

- Animals remain property of the shelter until sterilization is complete
- Adopters must complete adoption within one business day following surgery
- Failure to complete adoption without communication may result in policy violations (see Ghosting Policy)

Customer Education & Support

Staff are expected to:

- Provide clear, consistent, and accurate information
- Offer resources to support successful pet ownership
- Encourage adopters to reach out for help rather than surrendering animals

Seeking help from the shelter is viewed as a positive and responsible action, not a negative indicator.

APPENDIX D | ADOPTION SOP

Best Practices (Internal Guidance)
To align with progressive sheltering and Fear Free principles:

- Focus on making good matches, not gatekeeping
- Use open-ended questions during conversations (not interrogations)
- Avoid creating unnecessary barriers to adoption
- Document concerns objectively and consistently
- When in doubt, support with education rather than deny
- Escalate complex situations to leadership rather than making unilateral decisions

Effective Date: 6/24/2024; Updated: 3/30/2026
Approved by: Kaitlin Settlemyre, Director